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**CPM Evaluation  
Janice G. McMeekin  
1997 CPM Candidate**

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**CPM Evaluation Project  
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**Background Information**

The South Carolina Certified Public Manager (CPM) Program is an officially authorized management development program for managers and supervisors in South Carolina state government. In 1990, The Executive Director of the South Carolina Budget and Control Board approved the development of a CPM Program and it was completed and approved by the National Certified Public Manager Consortium on April 19, 1996.

Philosophically, the South Carolina CPM Program strives to encourage recognition of public management as a profession, quality management as a profession, quality management practices, and high ethical standards. The mission of the CPM program is to provide managers in South Carolina state government with the knowledge and skills necessary to perform effectively. The CPM Program promotes on-the-job application of learning, gives participants experience in solving agency problems, develops human resources and encourages networking with CPM graduates in other states.

**Problem Statement**

The Center for Education, Quality and Assessment spent five years developing the CPM curriculum, projects and tests. Now that the CPM program has been accredited we need to evaluate if we are achieving the mission of our program. Are the participants of the CPM program applying the learning back in their agencies to solve problems? Are we developing CPM candidates to become more valuable to their agencies? Have the CPM graduates become more valuable to their agencies since completion of the program?

We are in the "service" business, and we need to know if we are, the needs of our customers, agencies and trainees. We need to set up a system to measure if our customers are getting what they want. The CPM program has graduates and the time has

come that we can get feedback to see if we are accomplishing our mission. Evaluation is important for revising programs and keeping up with the changing needs of our customers. The evaluation process also ensures that we continue to achieve our mission.

### **Who Should Evaluate the CPM Program**

Program evaluation should include those who are in a position to make a judgment about the program. For the levels of evaluation being study in this project, the following groups will be included in evaluation process:

- Participants in the CPM
- CPM Graduates
- Supervisory and management personnel that work with the CPM candidates and graduates
- Subordinates, and peers of the CPM candidates and graduates

### **Resources Needed for CPM Evaluation**

- Two Management Intermetrics Performance Impact Reports- pre and post CPM training appraisals
- CPM candidates/graduates, supervisors/managers, peers, subordinate's time to complete the MIS assessments. Approximate times are one-half hour each for the pre and post assessment
- CEQA staff time - one hour to compile data for each MIS report
- MIS consultant - one hour to explain interpretation process to CPM participant
- CPM Survey
- Supervisor and CPM graduate time to complete survey - approximate time- fifteen minutes
- Focus group - participants' time- two hours. CPM staff, focus group facilitator and recorder - two hours. CPM staff time to compile data and make a report- eight hours.

### **Selection of Evaluation Method/Design**

Donald L. Kirkpatrick is known for his systematic process of evaluating training programs and this project will use his method to determine the worth of the CPM program.

His particular model focuses on four areas of assessment:

Step 1: Reaction

Step 2: Learning

Step 3: Behavior

Step 4: Results

Currently the CPM program has level one and level two evaluations in place. Level one evaluates reaction: Were the participants pleased with the program? This is done through participant evaluation completed after each training program. Level two evaluates learning: What did the participants learn in the program? This is assessed by tests, group projects/presentations and the CPM test.

My CPM project will focus on Kirkpatrick's level three and four of evaluation to answer the following **research questions**: Are the CPM candidates becoming more valuable to their agencies as they go through the program? Have the CPM graduates become more valuable to their agencies since the completion of the program?

### **Level 3. Behavior**

Did the participants change their behavior based on what was learned?

"Behavior" is a term used as a reference to the measurement of job performance. Just as favorable reaction does not necessarily mean that learning will occur, superior achievement in a program does not always result in improved behavior on the job.

Evaluations in this category will include:

- Before-and- after comparisons
- Observations from the participants' superiors, subordinates, and peers
- Self-evaluation, pre and post program

### **Level 4. Results**

Did the change in behavior positively affect the organization?

Evaluations at this level relate the results of the program to organizational improvement. This proposal suggests examining work output improvement, and quality changes. This will be done through:

- CPM Project evaluation
- Focus groups
- CPM Alumni Organization - follow up studies with graduates

### **Precourse Assessment**

After a candidate has been accepted into the CPM program and attended orientation or met with their assigned CPM mentor, they will be required to attend the Effective Manager workshop. At the end of the Effective Manager course the Management Intermetrics is administered to the participant. The Management Intermetrics (MIS) is a system for measuring, monitoring and improving management performance.

Eight Management Intermetrics profiles are to be rated by: the CPM participant, their subordinates, coworkers, and supervisors. The baseline data will help the participant focus more clearly on what change the CPM program should bring about. The participant will have clear-cut measures provided by the Management Intermetrics Performance Impact Profiles. Seven areas of performance are measured: general interaction, task interaction, job satisfaction, communication behavior, communications interaction, management -coordination interaction, supervisory-management interaction.

### **Action Plan Audit**

After analyzing the Performance Impact Profiles the participant will develop an Excellence Action Plan. The action plan should be discussed with a supervisor, who has agreed to be an active partner in the improvement process, once- a -month evaluation of progress and problems. This on-going evaluation method will provide support and feedback to the CPM candidate.

### **Post-course Assessment**

The CPM program will be evaluated for effectiveness after the participant completes the program. One method of evaluation will be to compare the participants pre and post program MIS profiles. Did they improve in the areas that were designated in their excellence plan?

## **CPM Project**

Even though project topics are to be developed by the participant, an agency administrator should help shape and direct the project. This involvement will ensure that the participant's project provides a meaningful evaluation experience. Significant feedback to the participant is gained if the project is used. It was found by one study (Vanagunas and Webb, 1994), that 65% of all projects were used in whole or in part in participants' agencies. The CPM survey will contain a question asking if whether or not the participant's agency implemented his/her CPM project .

## **Feedback From Others**

Observations from the participant's superiors, subordinates, and peers will be obtained from a survey. It will measure job performance and effectiveness improvement in the job as a result of the program.

## **Focus Groups**

Annually a focus group will be conducted by CEQA, CPM curriculum management staff in the summer following the CPM graduation. The focus group will consist of 7-10 members of a graduating class and the same questions will be asked every year so data can be compared to previous years. See attachment B, CPM Graduate Focus Group.

## **Participant Feedback**

Self-evaluation is a powerful component of the CPM program. Throughout the program participants identify management areas that need development and have opportunities to develop in these areas. Many studies have demonstrated that self-evaluation is relatively accurate for 90 percent of all trainees (Paddock, 1995). At the end of the CPM program it is important to get feedback from participants about professional growth and development. This will be done in several ways: post -CPM MIS, questionnaires and focus groups.

### **Participant Follow-up**

The CPM Alumni Organization will provide an avenue to share success stories, network management initiatives that are working and furnish a continuous way to receive suggestions for curriculum improvement.

### **Implementation Plan**

#### **Action step one**

Effective Manager course and the Management Intermetrics Performance Report-Time Frame- to be taken on the first available date offered in the CPM calendar after acceptance into program.

#### **MIS process**

1. Select raters- during last day of Effective Manager.
2. Complete self inventory- during last day of Effective Manager.
3. Set up consultation appointment-during last day of Effective Manager.
4. Distribute inventories to raters- no later than one week from the Effective Manager course.
5. Raters return inventories to CEQA and performance reports are developed - within four weeks of Effective Manager course.
6. Meet with MIS consultants regarding performance impact reports - 6 weeks from Effective Manager course.
7. Complete Excellence Action Plan - one week after meeting with MI consultant
8. Review Excellence Action Plan with Supervisor/Manager - one week after meeting with MIS consultant
9. Turn in a copy of the Excellence Action plan to MIS consultant - within two weeks of meeting with MIS consultant.
10. CPM candidate meets once-a-month with their supervisor for evaluation of progress with Excellence Action Plan - on-going until completion of the project.
11. Post-program MIS profiles completed by the CPM candidate and the same selected raters as the Pre- program MIS profiles -six months before anticipated grad-



uation date.

12. Raters return inventories to CEQA and performance reports are developed -four months before anticipated graduation date.

13. Report sent to CPM candidate and they assess in a one to two page paper, if they improved in the areas that they designated in their Excellence Plan- 2 months before anticipated graduation date.

### **Action step two**

#### **Survey**

1. Announce survey, purpose, and confidentiality of responses in a letter to accompany survey. Send out survey to CPM candidate and supervisor/management - 3 months before anticipated graduation date.

2. Request a response and completion date - two weeks from the date that survey and letter were sent.

3. Compile survey responses - CPM staff, two weeks after survey deadline.

### **Action step three**

**Focus group** - to be conducted annually in the early July.

1. Send letter of explanation and invitation to selected CPM graduates - June.

2. Conduct focus group with questions in attachment B - early July.

3. Compile focus group responses into a summary report - week following session.

4. Send a copy of the report and thank you letter to the participants of the focus group- two weeks after focus group session.

### **Overcoming Obstacles**

**Action step one obstacles** - due to the limited offerings of the Effective Manager training workshop, it may be difficult for the CPM participant to take the course and MIS in the preferred timeframe. It is possible to do additional workshops if there appears to be a need for the CPM sequencing of evaluation process. Ideally, the training program will be offered on the CPM calendar within three months of the annual nomination and acceptance process of candidates.

Due to the velocity of change in state government it may be difficult for the CPM partic-

ipant to have the same MIS raters complete the pre and post profiles. If it is not possible alternate raters should have worked with the participant in the same capacity as original rater.

Due to the supervisor/managers schedule it may be difficult for the CPM candidate to meet once-a-month with them for evaluation of progress on the Excellence Action Plan. It is important too for the MIS consultant and participant to convey that the supervisor/manager is an active partner in the improvement process. Their support and feedback is vital to the evaluation process. A letter to the selected supervisor/manager partner from the MIS consultant is suggested.

**Action step two obstacle** - it can be difficult to receive responses back from the managers. The letter accompanying the survey explaining why, how and when we are conducting the survey should help gain support of the evaluation process.

**Action step three obstacle** - the CPM graduates have busy work schedules. It can be difficult to coordinate 7-10 managers' time for a focus group. When the CPM staff is determining who to ask to participate in the focus group, they should also select alternates.

### **Recommendation for Future Research**

The SC Alumni Organization could do longitudinal studies on the career progress of CPM graduates. Do the career-oriented supervisors and managers receive the development needed to enhance management skills and increase knowledge of state government practices? Have they progressed in their management careers? This data would give us further information on the CPM program benefits.

**CPM Graduate Questionnaire**  
**Center for Education, Quality and Assessment (CEQA)**  
**SC Budget and Control Board**

***Directions: Please circle the response that most closely conveys your opinion.  
The last question does not have to be a single response.***

**1. To what extent has the CPM training affected the way you perform your job?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**2. To what extent were the CPM training programs relevant to your job as a manager?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**3. To what extent did you improve your management skills as result of the CPM program?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**4. To what extent did you improve your knowledge of management topics as a result of the CPM program?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**5. To what extent do you think the combined investment of training fees and time away from work was worthwhile to your agency?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**6. To what extent were the requirements of the program challenging to complete?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**7. To what extent did the final CPM test help you transfer the program's learning to the workplace?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**8. To what extent did the CPM project help you transfer the course learning back to the workplace?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**9. To what extent did the CPM program teach you skills that you need in your job?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**10. Overall to what extent did the CPM program meet your expectations?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**11. How much did you personally benefit from the CPM program?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**12. Please rank the overall effectiveness of the CPM program.**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**13. What would you like to see changed about the CPM program?**

**CPM Supervisor/Manager Questionnaire**  
**Center for Education, Quality and Assessment (CEQA)**  
**SC Budget and Control Board**

*Directions: Please circle the response that most closely conveys your opinion.*

**1. To what extent do you feel the completion of the CPM program has helped the graduate become a more effective manager?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**2. To what extent do you associate changes in the way the graduate performs his/her job to completing CPM training?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**3. How much do you think the graduate benefited from the CPM program?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**4. To what extent do you think the combined investment of training fees and the graduate's time away from work was worthwhile to your agency?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**5. Would you recommend the CPM program to other supervisors and managers?**

Yes                      No

**6. Do you think the state should continue to offer the CPM program?**

Yes                      No

**7. Please rank the overall effectiveness of the CPM program.**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**8. To what extent did the CPM program meet your expectations?**

Not at all      Small extent      Moderate Extent      Great Extent      Very Great Extent

**9. What aspect of the CPM program do you consider most valuable to the graduate as an administrator?**

**10. If you could make one major change to the CPM program, what would it be?**

**CPM Graduate Focus Group Questions**  
**Center for Education, Quality and Assessment (CEQA)**  
**SC Budget and Control Board**

- 1. What were the most valuable management skills that you learned in the CPM program?**
- 2. Do you use the participant manuals for reference? If yes, which ones were most helpful and why?**
- 3. What tools or models have you used from your CPM coursework back in the workplace?**
- 4. What were some of the barriers that you faced in transferring new skills learned in training back at the job?**
- 5. Was your CPM project implemented by your agency? If not, why?**
- 6. Did you network and are you networking with other candidates and graduates? If yes, in what ways has it been helpful?**
- 7. Have you encountered any work related management problems which were not covered adequately, or not at all during the CPM training? Are there any additional topics that you feel should be included for future CPM program participants?**
- 8. What did you like the most about the CPM program?**
- 9. What would you like to see changed in the CPM program?**

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